

A photograph of two young boys playing with a pink water balloon outdoors. The boy on the left, wearing a green t-shirt with a white heart logo, is laughing and reaching out. The boy on the right, wearing a white t-shirt with a dinosaur pattern and a black face mask, is holding the balloon. In the background, other children and adults are visible, along with orange buckets and a black trash can on a wet, paved surface.

Nuestra Familia

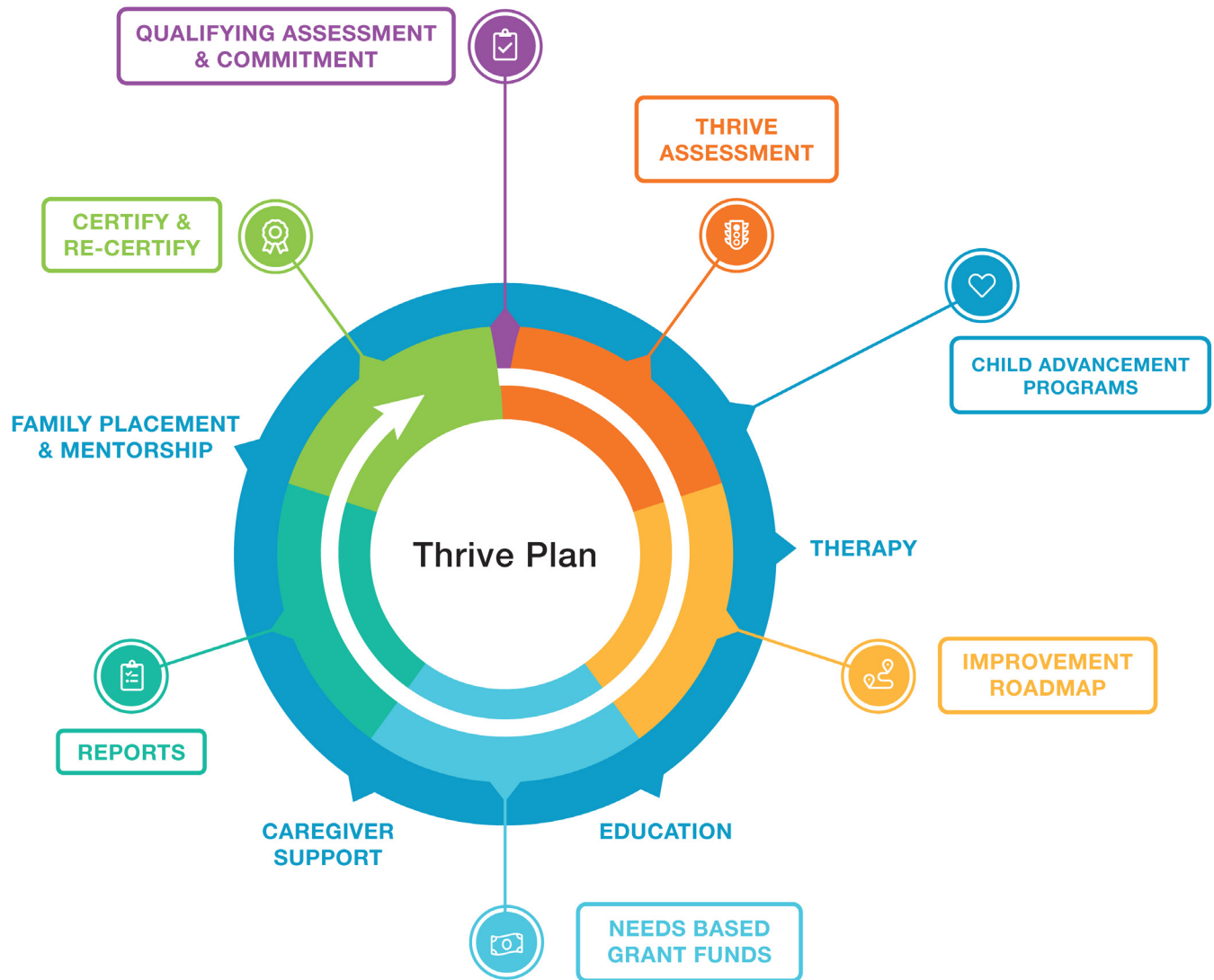
Baja

HOME IMPROVEMENT ROADMAP

October | 2022



The Thrive Plan



QUALIFYING ASSESSMENT & COMMITMENT

The Qualifying Assessment is the first step in partnership with an orphanage home. It measures an orphanage's ability to manage, to be transparent, and provide quality care.

This step only occurs once.



IMPROVEMENT ROADMAP

The IR is a guiding document for the orphanage and other partners, with outlined priorities to help the orphanage reach *thriving* in each of the 15 Standards of Care.



CERTIFY & RE-CERTIFY

Certification is achieved through various observations, a financial review, minimum thrive score, access to therapy, and caregiver training. Homes recertify annually to ensure standards continue to be met.



THRIVE ASSESSMENT

The Thrive Assessment measures an orphanage's ability to meet the needs of its children in 15 categories called the Standards of Care, based on the United Nations Rights of a Child. Each standard is assigned a level from "surviving" to "thriving."



NEEDS BASED GRANT FUNDS

Grant funding to address needs and administrative support is made available with the regular completion of the Improvement Roadmap.



CHILD ADVANCEMENT PROGRAMS

PARTNERSHIP AVAILABILITY

Finding partner experts and establishing a way to train people paves the way for implementation of Child Advancement Programs (Therapy, Education, Caregiver Support, and Family Placement & Mentorship).



REPORTS

Reports and documentation are required of the orphanages and partners we work with so impact can be communicated to donors regularly.



Thrive Plan Agreement

A Child's Hope Foundation (ACHF) has a unique approach to “Lift Orphans from Surviving to Thriving.” We are dedicated to programs that offer long-term success. Through vetted relationships and clear priorities, we help connect donors to programs that are already working.

Each Improvement Roadmap (OIR) is built with the home's leadership after reviewing the results from the Thrive Assessment. In order to provide children with better outcomes, the leadership prioritizes initiatives and works with A Child's Hope Foundation (ACHF) to create a plan for the next six months and beyond. The result is a document that allows donors and other parties to clearly see how they can contribute to improving the environment that will allow orphaned children to thrive.

Achieving certification demonstrates the ability of the home's leadership to provide a place where children can thrive, heal, and be prepared for a joyful and productive life. For most homes, the certification process takes a year. ACHF is deeply committed to our orphanage partners, and we demonstrate that commitment through grants made to help achieve strategic initiatives, coordinating with a network of partners to help address needs, and building strong, ongoing relationships with the home's leadership to provide support, coaching, expertise, and advocacy.

Homes will be recertified annually, using the Thrive Assessment and building a new OIR every six months, while providing regular reports back to ACHF. ACHF then reports back to donors, sharing the home's progress towards their goals. A Child's Hope Foundation works as a partner with home's leadership to ensure that improvements are maintained and that children have the best opportunity to thrive.

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Overview of Orphanage

Background

The beginnings of Nuestra Familia (officially known as Casa Hogar Maria Inmaculada, A.C.) date back to 2011, when Noel Diaz, founder of El Sembrador Ministries in Los Angeles, took over the orphanage in Tijuana, Baja California, Mexico; his hometown.

1985 - Father José de Jesús Quezada Martínez opened the shelter and protection for single mothers and mothers with children who had no place to live, giving it the name Casa Hogar Hacienda de la Inmaculada, AC.

1987 - Mother Virginia Alejandra Oropeza Baez is received at the home by Father Quezada Martinez.

2007 - Father José de Jesús Quezada Martínez cedes the management of the house and later the legal representation to Mother Virginia Oropeza Báez and names it: CASA HOGAR MARIA INMACULADA, A.C.

2011 - Mother Virginia arrives in Los Angeles to speak with Noel Diaz, president and founder of El Sembrador Ministries, Inc. asking him to be responsible for the home. Noel Diaz agrees to take over the management of the home and all legal representation of Casa Hogar Maria Inmaculada, A.C., which he calls “Nuestra Familia” (or “Our Family” in English).

2013 - Juan and Emma Villagran were invited by Noel Diaz to oversee the day-to-day management of the home.

Over the years, Nuestra Familia has benefited from both U.S. and Mexican connections, whose combined efforts have led to a partnership between the people of Mexico and the United States to improve Nuestra Familia’s facilities and services for Tijuana’s displaced children. These partnerships have provided special services for children and adolescents, boys and girls, a soccer field, improved utilities and Christ-based services. These connections have allowed the

orphanage to continue over the years. Today, Nuestra Familia is home to 42 children and is part of the orphanage community in Tijuana, working with Mexico's Sistema Nacional para el Desarrollo Integral de la Familia (DIF) to provide a safe and nurturing home for children in unsanitary or dangerous conditions.

Mission

Our Family's mission is to raise happy children through a Christ-centered foundation, providing children with everything they need to prepare for a life of meaning and service. This includes housing, nutrition, medical care, education, and providing children with a message of hope based on God's love and faith in human dignity. To accomplish this special mission, Our Family offers children more than the basic necessities of life. Our purpose is to care for their body, mind, and soul, providing psychological support to help each child develop to his or her full potential, personally and socially. As a charitable aid organization, our vision is guided by the hope that one day, every child we touch will be able to live independently and contribute to society in a meaningful way. That's why, at Our Family, children are more than just residents; they are pearls of great price entrusted to us. Like any parent, Our Family wants its children to feel confident, secure, and loved.

"Truly I say to you, inasmuch as you did it to one of the least of these my brethren, you did it to me. Matthew 25:40

What Makes Orphanage Unique?

At Nuestra Familia, we believe that all children deserve and should have the opportunity to succeed. What makes us unique as a home is that we treat each of our children as unique and very special individuals. Our children have had very difficult stories; they are already warriors and winners, having come so far in life. Our commitment is to walk with these little ones and strengthen them, help them heal, and know that they deserve love and can give it too. We exist to remind them how strong and capable they are.

Our directors, Emma and Juan Villagran,, are very much loved in our home for their commitment. They work hard to provide a safe environment and give these children respect, affection, and great love. Our Family provides each of our children with a unique personal development plan that identifies areas of strength and opportunity in the academic, extracurricular, personal and spiritual spheres. These activities are made possible only through generous donations from our sponsoring organizations and individual donors interested in the children's future.

Our facilities include an in-house clinic, upgraded utilities, restrooms, a dining room, a commercial kitchen, solar panels, HVAC, upgraded security, and a personal protection system (smoke and fire alarms), as well as quality of life improvements such as a play area for toddlers, a full play area for pre-teens and teens, a soccer field, a computer room, a library/study room, and a chapel. In addition, each child receives school supplies, school uniforms, new shoes, and new clothing to mitigate any stigmatization.

Long-Term Vision

Our Family hopes to eventually house about 100 children, including housing for those who have moved on to adulthood but would like a place to stay temporarily while they are in school or looking for their own place. To achieve this vision, we need to build individual housing for teenage girls and their parents. The goal is to have children per household based on their age group at their current campus, expand their services exponentially.

WHAT PIECES OF THE VISION DO YOU HOPE TO ACCOMPLISH IN THE NEXT 2-3 YEARS?

Build housing for teenage girls and their foster parents.

Expand its services exponentially.

Have a foster parent couple for each of the casitas, for family care.





The Thrive Assessment

What is the Thrive Assessment?

The United Nations (UN), an international organization, has worked tirelessly to find ways to promote a better quality of life so that basic needs are met. In 1959, the UN adopted the Declaration of the Rights of the Child, which defines children's rights to protection, education, healthcare, shelter, and nutrition.

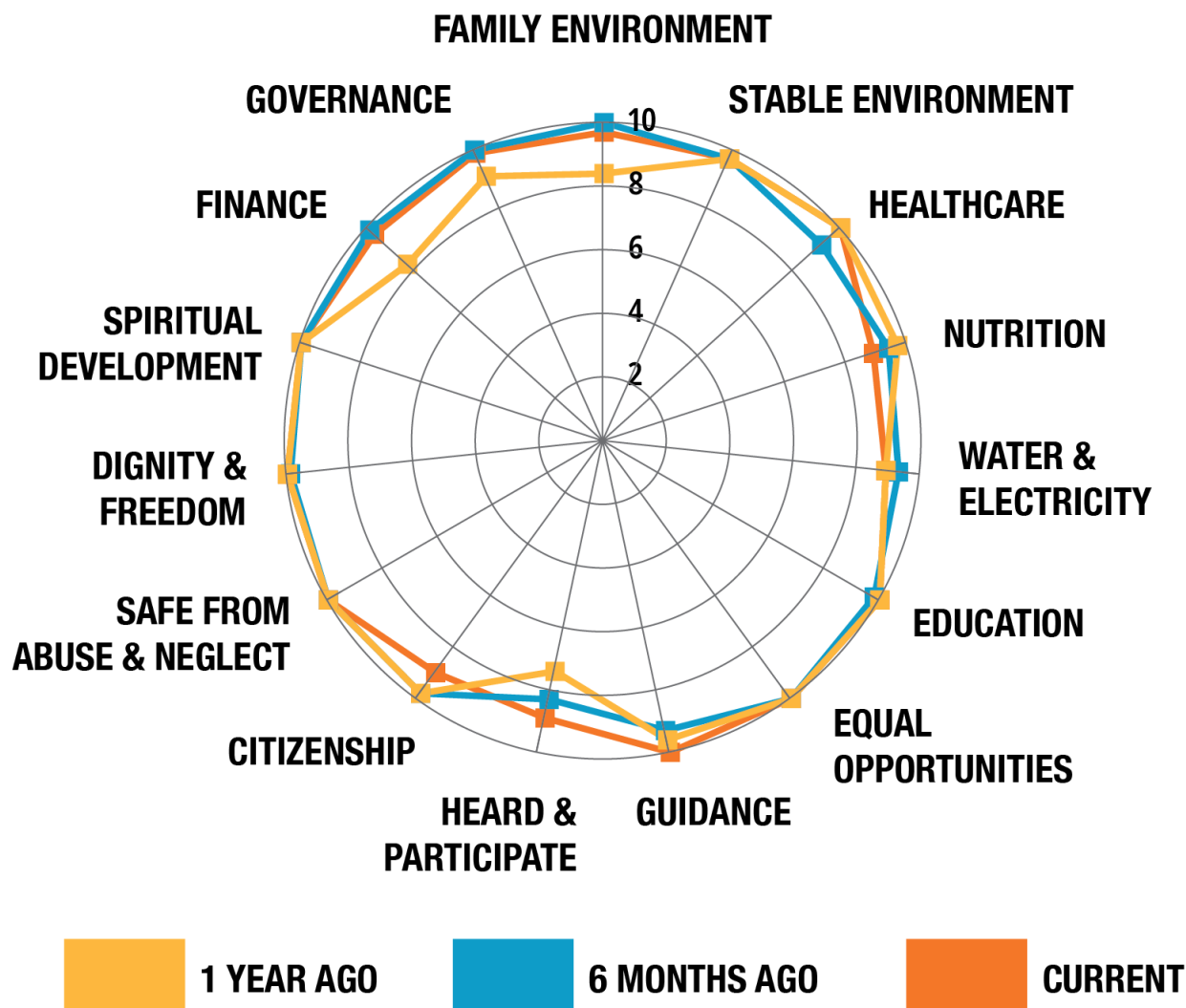
Based on the adopted declaration, The Miracle Foundation (miraclefoundation.org), a family-focused non-profit that provides resources to orphans mostly in India, codified the UN's Rights of the Child and developed a Thrive Scale, which measures how well child care facilities are able to obtain each of the rights to the children in their care. This Thrive Scale not only gives child care facility leaders a picture of how they're doing, but specific and practical steps to improve.



With permission, A Child's Hope Foundation has revised The Thrive Scale to make it adaptable for orphanages. We have codified all 12 Rights, as well as a Finance, Governance, and Human Resource standard, resulting in a total of 15 ACHF standards. These standards ensure that children receive care that truly helps them to thrive, now and in the future.

The Thrive Assessment will be administered every 6 months to chart the progress of each standard. It, along with the Orphanage Improvement Roadmap and individual Child's Hope Plans, will measure and help obtain these rights for each child.

Current Thrive Scale for Orphanage





Right to Live with Family

SURVIVING

SUSTAINING

THRIVING

The home is currently at the **THRIVING** level in this category. These directors exhibit great effort, dedication, and commitment to the welfare of the children in their care.

For Emma and Juan, the attention and care of the children are of the utmost importance. As such, they operate under the modality of foster parents or caregivers as a way to contribute to the socioemotional development of the children in the home. Likewise, adding to the vision of providing comprehensive support to children, they promote family visits and reintegration, as far as DIF permits. To further strengthen the family relationship at Casa Hogar Nuestra Familia, they encourage siblings to spend time together and ensure on Sundays that all children eat together.

The children have stable caregivers seven days a week, most covering 3-4 day shifts. Additionally, Nuestra Familia has caregivers who have worked there for 2-3 years, thus helping promote the children's development and consistency. For Juan and Emma, it is important to have a couple for each group of children that are cared for as smaller family units.

The caregivers are also very committed to their own personal and spiritual development to provide better quality care and warmth to the children. Training has consistently been provided to help them develop new skills, including continuous coaching by psychologists, therapists, spiritual mentors, and government entities such as DIF and Juan and Emma. In addition, Orlenda, a psychologist at the home, gives them weekly classes and provides them with feedback and recommendations to continue improving their caregiving.

Currently, the Nuestra Familia team is in the process of evaluating a new couple to serve as foster parents who will join the team to care for the elementary school-aged girls. It is also worth mentioning that Nuestra Familia continues to improve its recruitment and selection processes. New caregivers receive support, orientation, and training from Teresa, the human resources contractor, and Orlenda, Emma, and Juan. They have also determined that new caregivers will have a three-month probationary period to assess their commitment and performance.

Although the training and assessment of the staff at this home are one of their highest priorities, some adjustments are needed. To maintain quality care and ensure the healthy development of the children, both the home and the caregivers need to be evaluated by an institution such as DIF on the child care standard and verify that they meet the profile of foster parents.

For Nuestra Familia to continue to advance in this category, an expert in child care standard needs to evaluate the caregivers and confirm that they are the right fit for this role in the family home.

- ☐ Have an internal or external expert on the child care standard evaluate caregivers every three months.



Right to a Stable Environment

SURVIVING

SUSTAINING

THRIVING

Currently, in this category, Nuestra Familia is at the **THRIVING** level. The staff in charge of the children as foster parents or caregivers have remained stable over the past six months. Undoubtedly, the key to maintaining this stability has been the interdisciplinary work of the entire team as well as the leadership of Juan and Emma, who remain very close to caregivers to provide support and act as role models in their relationship with the children.

Furthermore, ongoing training by psychologists, therapists, and spiritual mentors supports the caregivers and staff at the home. Training and certifications are focused on maintaining and enhancing children's development in a family environment.

Regarding the children's biological families, the home promotes visits and positive family contact for the children. Family visits are accompanied at all times and permitted as far as it is approved by DIF. One of the pressing needs is to transition some of the age groups from caregivers to more established foster parents. This requires at least two more couples who can commit long-term (2 years) to stay with the children day and night, at least 5 days a week, to provide the consistency that supports a family environment. The Nuestra Familia team is currently in the process of evaluating a new couple to serve as foster parents and assessing if they are the right couple to take care of the group of young children. The home also already has a couple from Guatemala that has been trained and evaluated as adequate foster parents, but they are waiting for the legalization of their documents to move to Tijuana.

For Nuestra to remain at a THRIVING level, they need to hire more married couples to serve as foster parents for the girls' casita (6 to 12 years old).

- ☐ Hire two married couples to serve as foster parents for the young boys and girls groups (6 to 12 years old).
- ☐ Continued training in family enrichment techniques.



Right to Healthcare

SURVIVING

SUSTAINING

THRIVING

Nuestra Familia is currently at the level of **THRIVING** in this category. As directors, Juan and Emma are very committed to the children's health, including taking them for annual medical check-ups. The home is also supported by three nurses, one for each day and weekend shift. These nurses are in charge of attending medical appointments with the children, maintaining medical files from the time children enter the home and dispensing medication for all the children, whether for physical or mental illness. On occasion, DIF helps purchase the necessary medications for the children. However, this support is not constant or guaranteed to be provided.

Each child has a medical file that is carefully and accurately updated. In addition, children are up to date with their immunization records, even for those children who are in and out of the program. All children receive regular eye exams and dental check-ups. Additionally, the home is currently supported by a foundation specializing in medical and dental care, as well as a nutritionist's advice.

Strict hygiene measures are taken at Nuestra Familia. They have all the necessary supplies on hand for children to perform personal daily cleaning, thus maintaining good hygiene habits. To support this habit-forming process, Juan, Emma, the nurses, and caregivers constantly remind the children of the importance of washing their hands and brushing their teeth. Children are checked weekly for the presence of head lice, and if found, they receive specialized treatment. Regarding feminine hygiene, the girls learn about their menstrual cycles, how to take care of themselves, and how to use and dispose of products properly. The nurses, in conjunction with caregivers, play an important role in helping children develop and maintain hygienic habits.

At Nuestra Familia, there are adequate measures, training, and treatment plans for children with special conditions. As such, the home has ramps for accessibility and a first aid kit located at the home entrance.

To remain at the THRIVING level, the home needs financial support for ongoing medical and mental health expenses to cover the cost of controlled medications and other nursing supplies.

- ☐ Obtain financial support for current medical and mental health expenses to cover the cost of controlled medications and other equipment for daily use in the infirmary.



Right to Nutrition

SURVIVING

SUSTAINING

THRIVING

Nuestra Familia is currently at the **THRIVING** level. In this home, nutrition for the children is provided with healthy and tasty food containing a variety of nutrients such as proteins, fruits, and vegetables. Food is provided according to the recommended amount of calories per day, which supports the healthy development and growth of the children.

Nuestra Familia has the support of an external nutritionist who follows up and monitors the menus as well as the weight and height of the children according to Mexican standards. Currently, there is a punctual follow-up for children who need to gain or lose weight.

The kitchen is in excellent condition with air-conditioning, ventilated areas, consistent monthly fumigation to prevent pests, and being free of toxic substances. The cooks have received training and put into practice what they have learned but have not received training over the last two years due to the pandemic.

For Nuestra Familia to improve in this category, they will need to find strategies to train their cooks annually in food safety and preparation.

☐ Seek strategies to train cooks annually in food safety and preparation.



Right to Clean Water and Electricity

SURVIVING

SUSTAINING

THRIVING

Currently, Nuestra Familia is at the **THRIVING** level. Juan and Emma have followed the guidelines and safety processes requested by civil protection and currently have an evacuation and emergency plan in case of fire or flood. The home's Internal Civil Protection Program Plan is also under review. Additionally, they are about to receive the gas and electricity reports and continue with the corresponding civil protection training.

The children at Nuestra Familia have easy access to clean, safe water that is available for them to drink and is purchased, piped, and stored in a water container. It is important to note that they also have a method of drainage that does not contaminate the drinking water.

Regular maintenance of light bulbs, sockets, and other electrical equipment are observed, and all cables have been secured since the electrical inspection. The electrical infrastructure is sufficient, and all light bulbs in all areas are safely connected and in working order. All sink faucets and shower heads are also in good condition. The exterior installations are well lit, with automatic lights that turn on with movement. The home has solar panels that supply solar power. However, there is currently no way to provide power in an emergency. It is worth mentioning that Nuestra Familia has a plan to address the maintenance of the property, which is reviewed every month.

According to the reviews and recommendations of civil protection and certified specialists, it is necessary to install gas flow distribution valves to regulate the amount of gas in all areas and install emergency shut-off valves. This project will cost approximately \$14,000 pesos. In terms of water, it is also necessary to have at least two automatic water pumps that distribute water to all the buildings on the property.

In order for Nuestra Familia to continue advancing in this category, they need to install gas flow distribution valves and emergency shut-off valves, two automatic water pumps, and find an alternative power source in case of a power outage.

- ☐ Install gas flow distribution valves and emergency shut-off valves.
- ☐ Install two automatic pumps for water distribution.
- ☐ Obtain an alternative power source in case of an emergency power outage.



Right to Quality Education

SURVIVING

SUSTAINING

THRIVING

In this category, Nuestra Familia is at the level of **THRIVING**. All children are enrolled in private schools and attend school consistently throughout the year. In the case of young adults over 18 who still live in the home, they have the opportunity to continue with a university or professional education. The young adults are instructed in technical careers according to their interests to help them achieve marketable skills that can provide a source of income for an independent life in the future.

To provide homework support and help the children learn, Nuestra Familia has internet access and computer equipment. The children also have computer classes twice a week and their school classes. Elizabeth (psycho-pedagogue) evaluates the children's learning level, provides one-on-one counseling, and monitors their grades. A reading teacher comes three days a week and helps children 7 years old and up to identify and articulate the sounds of the alphabet and write. Activities are also carried out with the children to improve their mathematical skills. Supplies, toys, and materials are available for children with disabilities according to their developmental needs. The children are read to three times a week and have access to a free library on-site with many books.

With the help of on-site extended volunteers, the home has implemented strategies of vocational orientation evaluations with children age 13+ to learn about their interests and seek resources to help them achieve their goals.

There are no steps to follow in this category.

Right to Equal Opportunities

SURVIVING

SUSTAINING

THRIVING

Currently, Nuestra Familia is at the **THRIVING** level. In this home, the children have designated space for their personal items and bed and individual opportunities for developing their education.

The children have scheduled activities such as going to the movies, the park, or other extracurricular activities. The team at Nuestra Familia has reached local agreements with institutions, donors, and volunteers who support them with these activities. The home also looks for local sports clubs or spaces where children and young adults can practice various sports. They are currently looking for boxing, kickboxing, or Taekwondo teachers, as well as English teachers, to supplement the children's learning and positively impact them as mentors.

Appropriate adaptations have been made so that children or young adults with special needs can participate in activities such as painting, drawing, and other activities that promote their development.

The home is currently working on adult life transition planning with adolescents and young people between the ages of 14 and 17 through the on-site extended volunteers.

All the collaborators of Nuestra Familia serve God and therefore have the desire to set an example and educate children with quality values.

During the last six months and throughout the implementation of the "Child Hope Plans," the home has been able to carry out different recreational, cultural, sports and community outreach activities with both boys and girls. This program has opened up to the children a horizon of possibilities in terms of resources, materials and training that will provide them with better opportunities for their future.

For Nuestra Familia to remain at this THRIVING level, it is necessary to maintain the children's personal development and community outreach activities.

☐ Maintain personal development and community outreach activities for children.



Right to Guidance

SURVIVING

SUSTAINING

THRIVING

Nuestra Familia is at the level of **THRIVING** for this category. The home has job descriptions that allow them to select trained individuals to work, orient, and guide the children. This progress has been achieved with the participation and work of the team.

At Nuestra Familia, children are taught to be respectful and kind and encouraged to practice the values they are taught. Juan and Emma provide guidance on an ongoing basis. Juan teaches them basic skills that will be useful for their lives, while Emma supports them by listening and guiding the children in dealing with their emotions, thus creating a warm and safe environment. In addition to these efforts, teenagers and young adults have taken several courses to develop marketable skills such as cooking and furniture making.

All children are allowed to have individual therapy every eight to fifteen days to strengthen them socio-emotionally. Likewise, the adolescents are guided in their self-discovery and self-expression through the guidance and training provided by their therapist Carlos. Orlenda, in turn, provides recommendations and training to caregivers so they can model, teach and reinforce positive skills and behaviors.

The adolescents over 13 years old have completed a series of education sessions with DIF, and Carlos (psychologist) has also talked to them about it in their group sessions. Additionally, the teens over 15 complete an assessment through the “Child Hope Program.”

There is great communication with the young adults who are studying a technical career or at the university, as Emma is always open to talking to them. The teenagers are also guided in their self-discovery and self-expression through Carlos as a good and supportive mentor.

Currently, a married couple at the home provides mentoring to the children and leads the “Child’s Hope Plans.” This couple collaborates with the rest of the Nuestra Familia team to provide the best strategies for the children’s development (age 6 and up) in the areas such as education, social and personal development, life skills, and spiritual strengthening.

The home has life skills development plans designed by age group and interests to identify education or job training plans for adolescents over 15 years old. These plans are meant to support their independence when they complete their time at Nuestra Familia.

For Nuestra Familia to remain at this level, it is necessary to continue implementing the same child guidance strategies.

☐ Continue to implement the same guidance strategies for children.



Right to Be Heard and Participate in Decisions

SURVIVING

SUSTAINING

THRIVING

Currently, Nuestra Familia is at the **THRIVING** level. The children of this home can decide on their clothing, make suggestions for vacation plans, and what they wish to do in their free time (as long as it is within the house rules).

The children propose menu options and are allowed to incorporate some preferences. The menu is displayed in the kitchen, dining room, and office so that the children can review what they will be eating.

To avoid a possible situation of trauma before a visit or medical emergency, children and caregivers are informed about the procedures to be performed. In these cases, Erika is the one who explains what is going to be done to them.

Regarding “Child Hope Plans,” they are updated every week, and the home provides activities where children can practice leadership and other roles through designated activities at church and during playtime. Currently, there is no children’s committee within the home, and no formal child participation strategies have been implemented or developed.

For Nuestra Familia to move forward in this category, it is necessary to develop a plan that includes strategies for child participation that includes both children and adults in decision-making, which could begin with a workshop on children’s rights and participation.

- ☐ Develop a workshop on children’s rights and participation for children and adults.



Right to Be Prepared for Citizenship

SURVIVING

SUSTAINING

THRIVING

Nuestra Familia is at the **THRIVING** level in this category. In this home, the leadership is very committed to having complete records for each child. However, there are times when DIF transitions children to the home and does not deliver a complete personal file. Thus, Emma and Juan do their best to keep this information when possible, especially regarding birth certificates.

In Nuestra Familia, children are taught to be disciplined, recognize and correct their mistakes, and understand the consequences of their actions. Likewise, all children have responsibilities according to their age, reinforcing the importance of responsibility and participation in their home.

The children learn about upcoming events or changes through Emma's constant communication. She brings them together in the chapel to keep them informed and strengthen the children's decision-making, thus allowing them to share their opinions and present their ideas. To reinforce responsible citizenship, the children have the support of different donors and volunteers who teach them through classes on topics related to social responsibility, motivation, personal goal setting, civic responsibility, and good values. Through these teachers and Juan and Emma, the children learn about daily life, responsibilities, and occupations outside the home.

In Nuestra Familia, the children are encouraged to participate in community service activities. One of the activities they perform monthly is to bring groceries to their church and participate in the assigned responsibilities.

For Nuestra Familia to remain at the thriving level, it is necessary to follow up on obtaining missing birth certificates. Additionally, it is necessary to provide children with a course on ethics and the democratic process according to their ages, which could follow the training on children's rights and participation

- ☐ Obtain missing birth certificates.
- ☐ Cover training on children's rights and participation.
- ☐ Begin an age-appropriate course on ethics and the democratic process.



Right to Be Safe from Abuse & Neglect

SURVIVING

SUSTAINING

THRIVING

Currently, Nuestra Familia is at the **THRIVING** level in this category. The level of security of the house is very good due to the high exterior walls that prevent any risky situation for the children. Also, inside, there are private facilities for the children to bathe daily, use the toilet, and get dressed, all separated by age and gender.

Security cameras are constantly reviewed to protect and promote the safety of the children and prevent them from being physically, verbally, and emotionally abused. Nurses are also on duty day and night, and a policy is implemented in the home that a man is not to be alone with a child. To protect the children's safety, constant training is provided for caregivers to identify and/or prevent abuse. The local police and government psychologists provide training sessions for therapists and have implemented courses and workshops for the children on different topics such as appropriate sexual and romantic behavior, self-esteem, emotion management, rules and limits, and bullying.

In this home, the staff treats the children with respect. Physical punishment is avoided and not used for any reason. When children are first integrated into the home, Orlenda completes an evaluation and indicates what follow-up should be given to them for support. The atmosphere in the home is one of tranquility and love for the children.

For Nuestra Familia to continue at this level, continued support is needed to keep therapists and psychologists working on site, providing training to children and staff.

- ☐ Continued support is needed to keep therapists and psychologists working on site.
- ☐ Maintain the training program on mental health issues for children and collaborators.



Right to Dignity & Freedom

SURVIVING

SUSTAINING

THRIVING

Nuestra Familia is at the **THRIVING** level currently. In this home, the children are encouraged to be kind to each other. They're also taught to avoid belittling others, making unpleasant comments, bullying, or carrying out actions threatening their physical or psychological integrity. Juan and Emma will talk to them about the consequences in case of committing any infraction.

The children are provided with safe and dignified spaces. Each child has their own bed and sufficient clothing, underwear, towels, toothbrushes, and access to daily bathing. The necessary measures are taken to ensure everyone is cared for, especially the youngest children. It is notable that the home also has all safety protocols and training in place in terms of civil protection.

There are spaces where children share their ideas through art or at designated times for the children to voice their concerns or worries. Juan and Emma support and motivate children and young adults who take initiative to pursue projects that assist their development or learning.

Juan and Emma encourage the youth ages 15+ to take responsibility for certain activities in the home, as well as some other activities that involve going out into the immediate vicinity of the home. These activities are part of the life skills development plan that Juan and Emma have created. DIF is fully informed and has permitted the youth to participate in approved activities outside the home that foster individual development. Additionally, the youth are allowed to do extra chores in the home to earn certain privileges.

Despite this program, Juan and Emma have identified the need for girls between the ages of 12 and 16 to have a dignified, ample, adequate development space. Consequently, the directors would like to work on constructing a new building for the girls.

Juan and Emma, together with their collaborators at Nuestra Familia, are very clear that the strategy of offering more opportunities for children to do activities outside the home is one of the ways that children can feel integrated into their immediate community, fostering a sense of belonging as part of a larger social environment and not just a home environment.

For Nuestra Familia to remain at this level, it is necessary to maintain the plan of community outreach and participation activities that foster a sense of belonging in the children.

- ☐ Maintain the plan for community outreach and participation activities that foster a sense of belonging in children.



Right to Spiritual Development

SURVIVING

SUSTAINING

THRIVING

Currently, Nuestra Familia is at the level of **THRIVING** in this category. Children are taught about God and religion, and given the opportunity to decide whether or not to participate in community prayer or religious celebrations and be part of the church congregation.

In the home, there are books and religious materials available to the children, as well as a chapel for prayer and meditation. For their part, Juan and Emma have been great examples of faith, love, respect, and service. As such, they continue to teach the children to identify good and evil to make decisions that will lead them to continuously good paths. To continue strengthening their relationship with God, the children and foster parents participated in spiritual retreats and different classes on the word of God a few months ago.

No steps are needed to climb to another level.



Finance Standard

SURVIVING

SUSTAINING

THRIVING

Currently, Nuestra Familia is at the **THRIVING** level. This is a home that operates with the utmost financial transparency. Juan and Emma have been very responsible in this aspect. With Juan's skills as an accountant and Teresa's (HR staff member) support, they have been consolidating the accounting and financial processes for the home. They also keep an updated record of income and expenses in the accounting books that are readily available in case revisions, or audits are needed. They also promptly comply with federal tax obligations by filing monthly and annual returns. Additionally, the home has an account statement in which Juan reviews the profits and losses of each month. Juan also always keeps copies of receipts in their files, which are organized and available for review.

The home operates according to an annual budget, has controls in place to minimize the risk of misused funds, and utilizes an internal audit. Every week, the Nuestra Familia team meets together to discuss the home's most urgent situations and propose solutions.

Even though Nuestra Familia has an annual budget for its operation, year after year, there have been emergency situations in which they have had to use financial resources previously allocated for other purposes, thus creating limitations in the last quarter of the year. It is also worth mentioning that there is no detailed budget for the main expenses nor a budget for maintenance and construction work that clearly reflects the home's needs.

For Nuestra Familia to remain at this thriving level, it is necessary to have the support of a budgeting expert to train key staff on budget design issues.

- ☐ Obtain the support of a budgeting expert to train key staff on budget design issues.



Governance and Human Resource Standard

SURVIVING

SUSTAINING

THRIVING

Nuestra Familia is currently at the THRIVING level in this category. The files of each staff member are properly kept, including written documents detailing employment terms, policies for time off and vacations, and all other employee benefits.

Organizational development exercises are carried out regularly in which meetings are held with staff from all areas. The home has a permanent training and education plan on the functions and activities of the team to provide professional development and reinforce quality care for the children. Martha also meets and advises the caregivers once a month.

The home has almost all the certifications following local standards and legislation and has almost completed its internal civil protection program. Nuestra Familia continues to receive training in risk analysis and fire brigade formation workshops. As for safety certifications by experts, it is necessary to obtain certification of safety measures for gas and electrical installations. These certifications depend on the projects identified in the category of right to safe & adequate water and facilities. Once those projects are complete, and an analysis is conducted, the home should be ready to receive its operating license.

For Nuestra Familia to maintain its thriving level, the pending safety certifications are required to obtain the operating license, a process that is 85% complete.

- ☐ Complete the pending safety certifications that are delivered to them to obtain the operating license.

Strategic Initiatives

EMERGENCY VALVES - GAS LINE

PROJECT DESCRIPTION	Install gas flow distribution valves and emergency shut-off valves at a cost of \$18,757.00 pesos. It is necessary to modify the existing gas piping for the installation of seven isolation valves to control the use of gas, immediate shut-off and place seven low pressure regulators requested by the unit verifying safety measures for the use and exploitation of LP gas. These works include the materials and everything necessary for its correct execution and labor.
ESTIMATED FUNDING	<\$5,000

AUTOMATIC WATER PUMPS

PROJECT DESCRIPTION	At least two automatic water pumps are needed to assist in the consistent distribution of water to all the buildings of the home, including the areas closest to the cistern such as the youth house and the volunteer area.
ESTIMATED FUNDING	<\$5,000

POWER GENERATOR

PROJECT DESCRIPTION	Although the home is connected to the solar panel system, they do not have a battery backup in case of power loss. This situation affects the performance of equipment such as refrigerators, air conditioners and water pumps. Not having an alternative source of energy such as a generator has resulted in material losses such as food and even the loss of their fish due to the lack of electricity in the water pump that provides them with oxygen.
ESTIMATED FUNDING	<\$5,000

